



# INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

An International Open Access, Peer-reviewed, Refereed Journal

## ‘A STUDY ON HUMAN RESOURCE PLANNING AT SIYARAM SILK MILLS LTD’

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**Abstract:** This research study is based on the Human Resource Planning at Siyaram Silk Mills Ltd, Boisar. Human Resource is important asset for any organization or any industry. Human Resource Planning is a process, or system that acts as a backbone for any company. This research finds out, how HRP process takes place at Siyaram. It also focuses on how a company bridge the gap between shortage and surplus of manpower requirement & fulfilment. Data was collected with the help of interviews, observation, face to face interaction and one and one discussion with the managers and resource persons for collecting information about how the manpower planning runs out in both, on season as well as off season. There were around 100 responses conducted via survey form which was circulated among the staff, non-staff and as well wage worker, permanent and labours those who were working on contract basis. As they shared their opinion, thoughts on their understanding on the HRP Process which is practiced in this plant. Findings has showcased that how forecasting methods are used such as the past trends, production plan target, as well as according to department requirement of labour help for effective running of HRP at Siyaram plant. Henceforth this research highlights that, with the help of effective and proper planning leads company to achieve their set target for fulfilling the required manpower whenever needed. Also, when there is seasonal demand fluctuation how they manage their workforce without hindering impact on production.

**Index Terms:** Human Resource Planning, Forecasting, Manpower planning, Seasonal demand fluctuation, Training, Labour surplus and Shortage, Contract Labour, Workforce Productivity, Textile industry.

### 1.INTRODUCTION

Human Resource is a precious resource for any organization. It truly means without humans machines can't be operated. As we in the fast tech changing world everything has become automated but to build and handle these technologies the human need is always there. Companies always focus on how to have an effective workforce required to sustain in such high competition in market. HRP plays a vital role in planning competent manpower in any industry not particularly only in manufacturing but overall. It is rightly said that placing a right person for right place, at right time with both quantitative and qualitative manpower according to knowledge, skills, abilities for a job position. There should be a proper plan made by HR department for avoiding future circumstances of shortage which can lead to delay in production targets & need for skilled manpower. However, effective as well as efficient HRP planning can bridge the gap between organizational set vision, mission and objectives and the manpower required for those will be fulfilling the set targets by companies' management.

The research titled “*A Study on Human Resource Planning (HRP) at Siyaram Silk Mills Ltd.*”, focus on understand how a textile manufacturing company in India plans and manages its human resources. Siyaram Silk Mills Ltd. is one of the most reputed brand the textile sector, known for producing for premium-quality fabrics, garments. Being a labour-intensive company works on both permanent as well as contract labour. Siyaram’s totally depends on the efficiency which will increase productivity of its manpower within company. The company hires a large number of permanent and contractual labour across various departments, such as Weaving, Maintenance, Quality Control check, Utility Services management, and Housekeeping. For such a company effective HRP is play vital role for managing smooth operations, reduced costs, and ensure to make right availability of skilled manpower Fulfilment.

The research help to evaluate the current HRP system, and understand how effectively it meets present and future requirements, and suggest measures to make it more efficient. The study also highlights the importance of workforce forecasting, proper utilization of contract labour, and the need for continuous skill development in sustaining productivity. In the competitive textile sector, where quality, cost, and time play a major role, HRP becomes a strategic function that directly contributes to organizational success.

## 2. REVIEW OF LITERATURE

### 1. *Singh and Agarwal (2020)*

This study works on the technology adoption in textile to remain proactive for reskilling the present employees in the company. Also, it gave a conclusion that failure to do that will lead to ineffective planning of workforce to match their competence with technological advancements where labour can stay resistance for adopting new technology.

### 2. *Patel and Desai (2019)*

This research is conducted in Maharashtra and Gujarat region. According to them, there are informal systems which are followed by industries in both states. Mainly they focused on labour which are localized in their areas. There may be chances of getting unskilled labour for short duration. They gave a suggestion on to build, the structured forecasting tools and analysis the skill development programs for upgradation in their skills.

### 3. *Dhamija and Sharma (2016)*

In this study, the author has examined the apparel industry and found that when clear job analysis, performance tracking and training initiatives are taken at ground level, the HRP function is more effective. This study supports the phrase that good hrp plan can reduce the bottlenecks that are caused in labour management and functions.

### 4. *Kandula (2015)*

This study conducted states that when there is proper alignment of textile operations and multi shift system the hrp function works at its best. In order to handle a large manpower, the real time data and functions must be proactive to reduce absenteeism and improve the target completion.

### 5. *Joshi and Raval (2014)*

This study was conducted in the Gujrat region under the textile sector, it shows that companies who practiced a well-developed HRP system had better labour stability and productivity. In order to have a skilled labour surplus and build a successful pipeline for the future need it is very important to have proactive HRP.

6. *Walker (1980)* this study states, strategic process plays a major role while fulfilling the requirement for labour fluctuation in demand according to seasons. Developing human resource requirements are to be set via proper strategic plan base.

## OBJECTIVE OF STUDY

1. To examine the Human Resources Planning process conducted by Siyaram Silk Mills Ltd.
2. To explore closely how labour contract system operates at Siyaram Silk Mills Ltd.
3. To identify how the shortage and surplus in manpower is processed.
4. To recognise the challenge in HR planning faced by Siyaram Silk Mills Ltd., and suggest the improvement required.

### 3. RESEARCH METHODOLOGY

The methodology is based on the objectives discussed earlier.

**3.1 Method of Sampling:** Non-Probability Convenience Sampling Method is used for this research  
**Sample Size:** A target of 100 respondents was selected for the study. These include HR executives, department heads, supervisors, and general employees across different functional departments.

**3.2 Method of Data Collection:** A mix of Primary and Secondary data is used.  
 Primary Data was collected by structured questionnaires framed and one on one interviews conducted with both permanent and Contract workers also from HR managers and other department managers. This tool helps to gain first-hand information on HRP policies, manpower management, skill development initiatives, and related issues are identified.  
 Secondary Data was online data taken from company some documents, which includes HR manuals, annual reports from companies' websites, organizational charts, and previous studies on this, and some of data was collected through official website itself.

**3.3 Sampling Method used:** Survey was conducted which a framed has set of questionnaires to collect quantitative inputs. This helps to understand worker viewpoints about manpower requirements, HRP system and challenges in operation.

**3.4 Respondent Collected:** Staff and non-staff from departments such as HR, Weaving, Quality Control, Utility Services, Maintenance, and Commercial.

**3.5 Mode of collection:** Both online tools used for analysis and interpret the from collected data.  
 Software Used: Data was combined and analyses made by using MS Excel and Google Sheets for tabulation and visual representation.  
 Qualitative Analysis: Key observation of responses from interviews has given common issues related to HRP challenges and solutions.

### 4. RESULTS AND DISCUSSION

#### 4.1. Results

1. To examine the Human Resources Planning process conducted by Siyaram Silk Mills Ltd.

Table 4.1

Responder Size	Strongly Agree	Agree	Neutral	Disagreed	Total No.
100	18%	45%	30%	7%	100

As we can see the above data is taken with considering sample size of 100 respondents for survey. This information shared that 18% of worker are strongly are aware about the HRP process, where as we can see over 45% labour agreed that company follows the hrp process. About 30% people say that they are aware about it. 7% of the people were new joinee therefore they were not aware about the condition.

2. To explore closely how labour contract system operates at Siyaram Silk Mills Ltd.

Table 4.2

Responder Size	Effective	Neutral	Ineffective	Total No.
100	57 %	42%	1%	100

As we see 57% agree that contract system is effective, 42% say that it is okay and have a neutral perception. Rest 1% say it is ineffective to follow the contract labour process for a structured HRP.

3. To identify how the shortage and surplus in manpower is processed.

Table 4.3

Responder Size	Absenteeism	Overtime	Production Delays	Workload Analysis	Total
100	37%	26%	13%	24%	100%

There may various factors for identifying the causes that are affecting the shortage and surplus in company. So here are some that state how they tackle with requirement fulfilment so as we can see over 37% stated that due to absenteeism lead this cause. Where 26% selected the overtime after the duty. Where 24% stated due the workload analysis may be cause. And over 13% said due to production delays can lead shortage.

4. To recognise the challenge in HR planning faced by Siyaram Silk Mills Ltd., and suggest the improvement required.

Table 4.4

Responder Size	Turnover	Skill Mismatch	Poor Coordination	Lack of Forecasting	Total
100	57%	48%	40%	34%	100%

As we can see challenge faced while framing HR planning such as 57% says that due turnover it arises. Where 48% says due gap in matching skills and 40% stated due poor coordination between the departments vary. 34% come out due to lack of poor, ineffective forecasting tools due can lead to challenges.

**4.2 Discussion**

Research at Siyaram silk mills ltd. emphasized on Human Resource Planning which highlights that skilled and effective workforce are very important for manufacturing industry. Analysis made, helps to understand how an organization performed their HR practices for manpower forecasting which may be helpful for managing production schedule targets, past trends data, and also department wise requirements. There are various departments such as weaving, yarn store, mending, quality department each has employees both mixture of permanent and contract labour which help company to maintain and manage workforce for their effective production. As per suggestion given by workers there is need to improvise the co-ordination between department wise requirements and advanced data forecasting methods for better results and to avoid the shortage requirements

As per interaction with the workers, it is said that training programs has given a successful improvement in the employee’s productivity and motivation to perform their best for achieving targets. There is seasonal fluctuation demand which leads to large scale issues related to long term plans of manpower, this may change due to uncertain circumstances or external factors. With the information shared by HR department, it has been observed during summer season that most of the contract workforce migrate to their native place which creates a lot of shortage and as per discussion it was to understood that 15 days prior proactive planning for future shortage and shift management with help of shift rotation and over time the shortage can be handled without negative impact on production targets. This shows how a proactive step which would help company to manage its daily wage worker help to fulfil requirement. Overall, discussion gave clear picture about how to run a hurdle free and in smooth HRP system. It’s required to have a forecast plan, by which Siyaram Silk Mills Ltd. Can survive and remain competitive in textile market.

**4.3 Contribution to Literature and Industry**

This study will be contributing both academics as well as professional for textile industry by given deeper insight in detailed about Human Resources planning practices which are smoothly run and suitable large scale manufacturing sectors setup. As per theoretical knowledge of study it given better in understanding the concept in practically by getting hands on experiences through industrial exposure. From gaining valuable techniques and tactics which will be helpful further advancement in career. With the help of industrial support its open the door where the student can work in reality and face the new

situation rather than studying from old case studies Also help for explore the new trends in market rather studying from the theoretical knowledge.

With the viewpoint of industrial sector gives valuable information about HR domain in textile industry. It says that becoming proactive in manpower planning, skill enhancement and gives data-driven decision based on improving workforce productivity and increased efficiency in operation. While the recommendation given will be helping for strengthen legal compliances by keeping labour act in mind for making improvement in HRP process. Henceforth, this study will improve human resource practices in textile manufacturing. An effective manpower management lead to remain sustain in the competitive environment.

#### 4.4 Limitation of Study

During the study, there were various hurdles that came across while collecting the data.

- i) Due to company policies and procedure various data sets were not allowed for the disclosure.
- ii) Only limited data and manuals were provided for reading and analysis purpose.
- iii) Mainly time duration was very short where I got chance to interview the limited resources person from each different.
- iv) Just have covered a single unit in Boisar not able to visit other plants in this area.
- v) Time Span could be more, than would may able to cover 2-3 more unit in that area.
- vi) There may be chances that while responding survey the workforce such staff, supervisor, labour can be influenced while sharing the information which can be biased, and perspective while sharing the information can vary person to person.

These were variables, I have faced while preparing while visit for my research.

#### 4.5 Future Scope for Study

The presently researched has only examined the HRP practices at one unit in the Boisar there are many the various other unit in this area. Primarily data is focused on the information shared via interaction and through online survey.

- i) Latest Technological Advancement Tools: The company should start using updated version latest technology current in market, for better manpower shift planning, this can help faster analysis and future forecasting to sudden changes in external factors. Also help to reduce manual error while shift management.
- ii) Hire Young Fresh Talent: Company can give more and more opportunities to fresh graduates and apprentices to showcase their talent & new perspective toward working with help upgraded technology tools.
- iii) Automated Biometric Attendance Tracker: With latest software rather than managing manual sheet they can generate the report on one click. This also help to avoid manipulation in data and there will be less chances of missing attendance. Punching in and out via various software.
- iv) Training on skill enhancement: Main focus on conversion rate contract labour skill up gradation which lead to make stay in the company to retain talented workforce. New change machinery to both labour permanent and contract and software training to current staff.
- v) Regular 360 Feedback: For timely reviewed HRP suggestion take by all staff, non-staff and labour to retaining, understating employee satisfaction in the job role and also get the cleared picture.

### 5. CONCLUSION

This study gave me an opportunity to get deeper insight about how an HRP works. As I read a lot of various terms regarding HRP but in how it is performed in practical, which I have experienced while studying for my paper. During study at Siyaram there was shortage season for labour was going on. As we know most of workers get migrate to their native place on the shortage increases the study has given me hands-on experiences on various methods to identify the process and how in reality it works. From managing the manpower which can help for shortage. This study focused on various departments in plant. And each department required skilled employees for particular work domains. This study highlights how the company works formally structured for HRP. With help of various employee surveys, face-to-face interviews, one-on-one discussions, and the past data reports which I have studied which indirectly supported to structured workforce planning. As the HR department has to be proactive in process to avoid reactive circumstances would occur in the future while planning shift management. My research helps me to understand how the alignment of workforce with company overall goals. The

coordination in department is very much necessary so in case there is required for workforce particular department is facing the shortage. Also provided hands on practical exposure rather subjective knowledge.

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